

Abstract

Dissertation title: Methodology of cascading goals in the Balanced Scorecard

The subject of the dissertation is the process of cascading the goals of the Balanced Scorecard in the context of high volatility of the market environment and the resulting risk of inappropriate strategic orientation of the enterprise. The objectives in the dissertation are considered as a factor determining the pace and direction of changes in the organization, enabling adaptation to the environment by mitigating risks and taking advantage of the resulting opportunities. Cascading of goals is adopted as a key technique for adjusting the company's operations to the implementation of the strategy. Balanced Scorecard as a strategic management method allows, in turn, to set strategic objectives in a way to balance internal and external aspects of the enterprise.

The aim of the dissertation is to improve the methodology of cascading the goals of the Balanced Scorecard by supplementing and clarifying the catalog of good practices as well as creating a multidimensional pattern of conduct in the process of cascading goals. Implementation of the goal is an attempt to fill the gap in access to knowledge, diagnosed in the process of researching the literature on the subject, and is the response to a need to develop the methodology of formulating and cascading goals, reported by many theorists and practitioners of organization management.

The dissertation begins with a critical analysis of the development of thoughts related to goal-setting concepts from ancient times to the present day. It contains the most important research trends and concepts related to the use of goals within organization, with particular emphasis on the methodology of management by objectives. The conclusions of the analysis focus on the limitations of the traditional approach to cascading goals and the need for further research and methodology improvement.

The second chapter contains the genesis of development and the conditions for the use of the Balanced Scorecard as an advanced concept of using goals in the organization. Based on a critical analysis of the literature and practical experience, the author identifies gaps in the interpretation of the adopted methodological assumptions of the Balanced Scorecard and proposes appropriate changes and modifications to them. In the following, the author addresses the limitations involved with cascading goals and propose original solutions to improve this process in the form of "maps of strategic objectives" and the concept of scorecards for a business unit so-called Small BSC.

In the third chapter, the author identifies the risks resulting from the subjective approach of managers to setting the goals of the enterprise and indicates "objectification of goals" as a directional action leading to the solution of a scientific problem. The analysis of the identified risks provides a basis to define the objectivization factors of the company's goals. In the next part, the author proposes to use the synergistic combination of management methods, techniques and tools as a way to objectify goals in the process of cascading goals. Based on the previous assumptions, a goal cascading model is created.

The fourth chapter is a synthesis of conclusions and proposed solutions from the previous chapters. It presents a solution to a scientific problem in the form of a proposed pattern of conduct in the process of cascading the goals of the Balanced Scorecard. The pattern is presented in the form of process maps with descriptions of individual activities. The chapter also contains appropriate assumptions conditioning the use of the pattern and additional tools and techniques to strengthen its potential to objectify goals, and therefore increase the effectiveness of the cascading process and adjusting the company to the implementation of the strategy.

Starting from the second chapter, the dissertation discusses the application issues of the proposed solutions, which are the result of the research. They relate to the author's experience of participating in projects for the development and implementation of the Balanced Scorecard methodology and management by objectives, first and foremost in: Górnośląska Spółka Gazownictwa sp.z o.o., Mazowiecka Spółka Gazownictwa sp.z o.o., Polska Spółka Gazownictwa Sp. z o.o. and GK Grupa Lotos S.A.

In the summary, the author indicates the interdisciplinary nature and complexity of the goal cascading model and the resulting pattern of conduct in the process of cascading the Balanced Scorecard. He points to the limitations of the proposed solution and the need for further research and improvement of the goal cascading methodology, the foundations of which are: analysis of the risks of goals subjectivization, defining objectivization factors of company's goals and the synergistic use of management methods as a tool that objectifies the process of cascading the Balanced Scorecard.

Keywords: management by objectives, Balanced Scorecard, goal cascading, objectivization of goals, strategy, operationalization of strategy.